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CONFIDENTIAL

MEMORANDUM FOR: Colonel White

THROUGH : Mr. Lloyd *JKL*

SUBJECT : Comments on Mr. Wisner's Paper on Mr. Kirkpatrick's "Ten Commandments"

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1. Comments on this can be brief, since Mr. Wisner's observations largely speak for themselves. I understand that you have a copy of Mr. Kirkpatrick's 25 February memo to DCI on "Ten Commandments." Reading Mr. Wisner's remarks is easier when you can plot them against Kirk's recommendations. I have red pencilled those of Mr. Wisner's comments that seem of greatest moment.

2. Biggest surprise to me is the generally charitable attitude toward the Office of Personnel expressed by Mr. Wisner. He even goes easy on them when discussing the famous "hall-walking" question, and the bouquet given Central Processing is hard to miss.

3. I think you will be particularly interested in the content of page 3, where, after commenting on the "Ten Commandments," Mr. Wisner goes further in commenting on the general question of the inflexibility of the present T/O structure. In view of Mr. [Redacted] principles set forth in his manpower controls paper, these remarks are especially pertinent, and tend to support John's thesis that T/0s and ceilings, as presently set up, are working to the detriment of the operational mission.

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4. I can see many wholesome aspects to his thesis (Mr. Wisner's) that recruitment of new people be for general suitability rather than for specific skills, but I am afraid that his experience with JOT, largely favorable, may have blinded him slightly to the fact that JOTs are young people without specific skills, and it is comparatively easy to get a young man to invest a few years of his future to see what he and the gods can work out for himself. If you go to recruit an older man, one with responsibilities and specific experience, it is more difficult to get him to buy an open-ended arrangement where all you tell him is that he is to come with "intelligence" and trust that his talents, real or latent, will adapt themselves to this strange business. In wartime this can be done; in peacetime it represents a very real problem that can only be overcome by a combination of expert recruitment and intelligence in public relations - telling the public a judicious amount about CIA, so that the potential employee will have something to make a decent value judgment on. I am sure Matt Baird will enjoy the observations about the JOT Program.